

# Focus on Flex

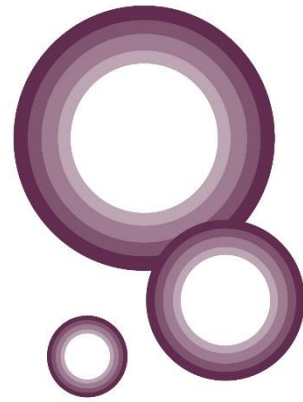


A Timewise workshop for HR & Workforce colleagues

14 November 2023

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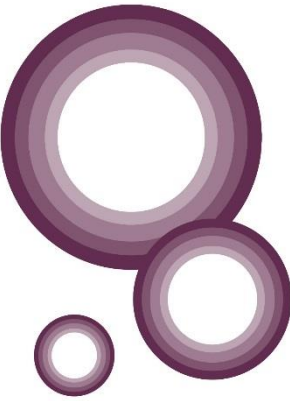


Hampshire  
and Isle of Wight

timewise  
TALENT THROUGH FLEXIBILITY

# WORKSHOP AIMS

- Build and deepen your understanding of the range of flexible ways of working
  - Make the link to the NHS Workforce Plan 2023 and the focus on retention, wellbeing and inclusion
  - Develop skills of flexible job design and practice redesigning a role with flexibility
- Understand team-based flexibility and explore possibilities for different types of teams
  - Think about challenges that may form barriers to flex and learn how to approach and manage these
  - Consider how to deliver on the NHS People Promise of day one flex
  - Identify opportunities to drive more flexible working within the ICS



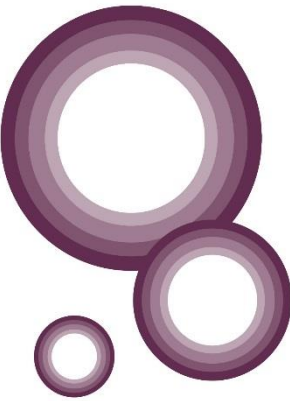
# ABOUT US



## SOCIAL CONSULTANCY

We are the UK's leading Flexible Working experts and a social enterprise.

Our clients, individuals and our society all benefit from the social purpose underpinning our work. It's not just win-win-win. It's a virtuous circle.



**Hampshire  
and Isle of Wight**

**timewise**  
TALENT THROUGH FLEXIBILITY

# STRATEGIC CONTEXT



**177,000+**  
people left the NHS between 2011 and 2022 citing work-life balance as the main reason

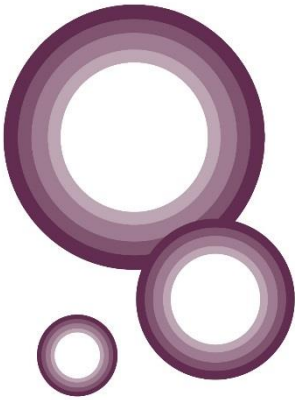
54.4% of NHS Staff Survey respondents were 'satisfied' or 'very satisfied' with the opportunities for flexible working

NHS sickness absence runs at around **3.4** percentage points higher than in the rest of the economy (pre-pandemic)

**NHS**  
England

## NHS Long Term Workforce Plan

June 2023



# NHS Long Term Workforce Plan 2023

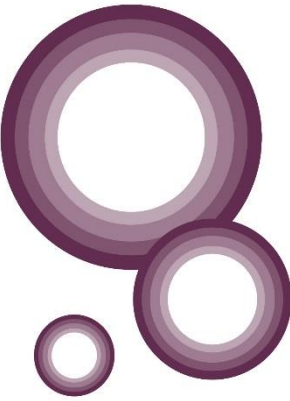
*Systems are encouraged to consider these principles and, where possible, support individuals, managers and teams to work together to explore the flexible working options available*

*Organisations and systems should ensure e-rostering and e-rostering metrics are regularly reviewed*

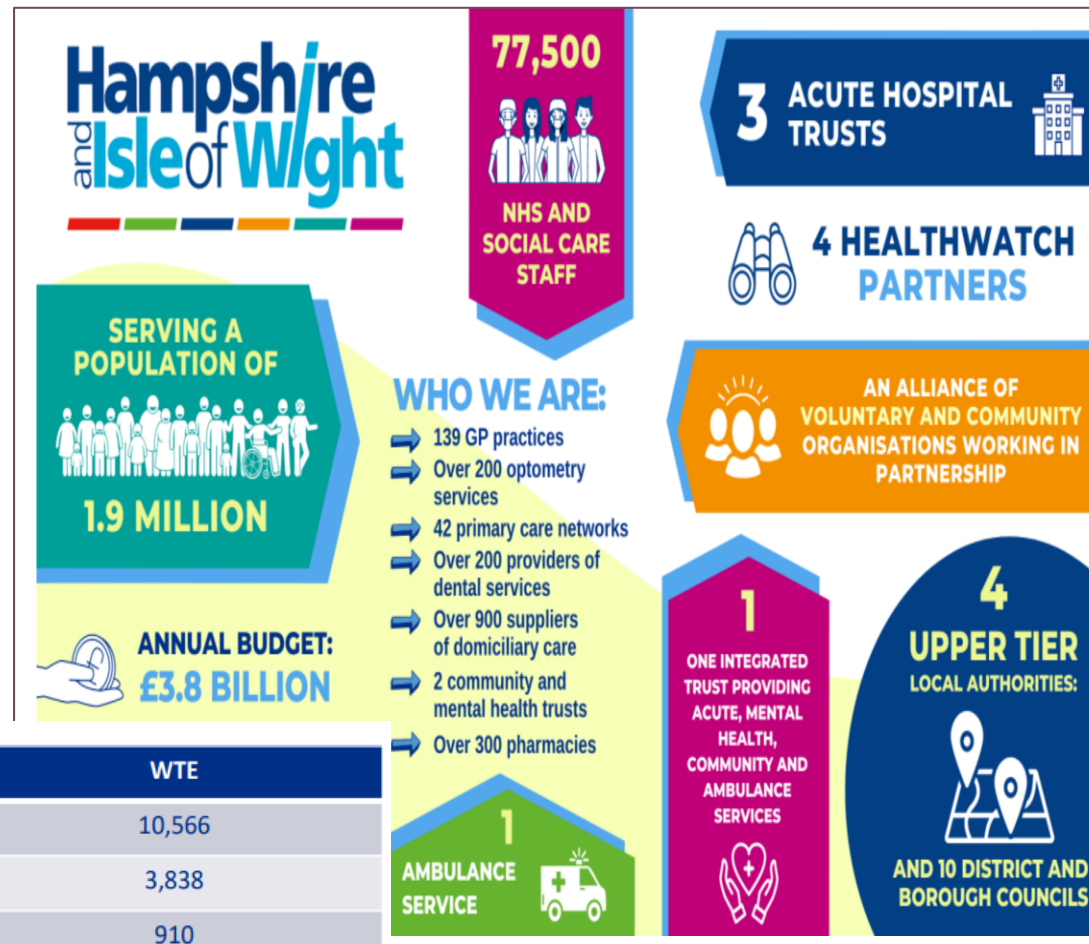
*...regular conversations to discuss their wellbeing and what will keep them in work, including discussions about pension flexibilities, **flexible working** options, and health and wellbeing*

*The NHS should keep the door open to those who leave and encourage them to return if they choose to do so*

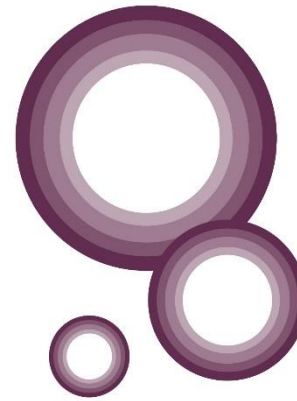
*Across the NHS, staff want opportunities to work more flexibly and we know delivering this is key to attracting and retaining talent*

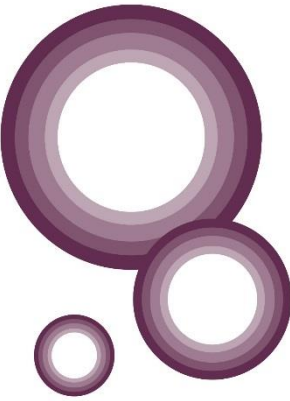


# LOCAL CONTEXT



Staff Groups	Headcount	WTE
Administrative and Clerical	11,992	10,566
Allied Health Professionals	4,338	3,838
Healthcare Scientists	985	910
Medical and Dental	5,062	4,707
Nursing and Midwifery	13,453	11,896
Other Scientific, Therapeutic & Technical Staff	1,374	1,179
Support to Clinical	11,754	10,410
Primary Care	6,405	4,513
<b>HIOW ICB</b>	<b>56,405</b>	<b>48,941</b>





### 3. Make HIOW a beacon for flexible working

#### Issue

Increased access to flexible work is a priority for staff across all groups. In the 2021 staff survey, only just over half of respondents were satisfied with the opportunities for flexible working patterns. Fewer felt that their organisation is committed to helping them balance their work and home life.

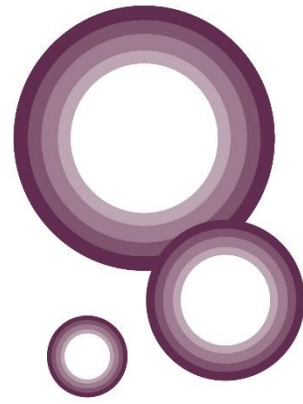
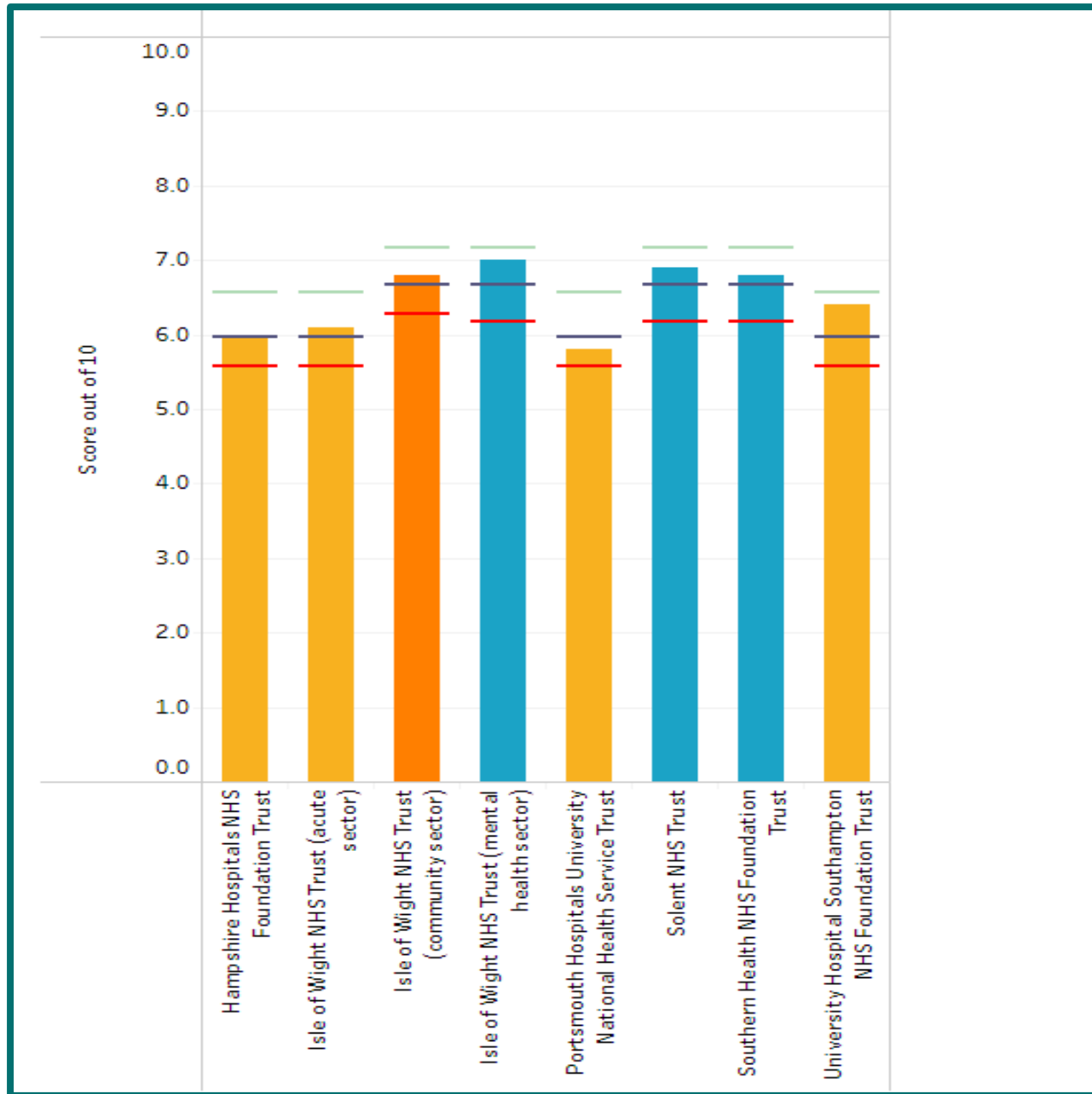
#### Approach

A task & finish group is being established to look at the need to balance home and work life, as well as exploring flexible rostering, agile working, flexible retirement and how these can be embedded into everyday service delivery.

# 2022 NHS STAFF SURVEY SCORES

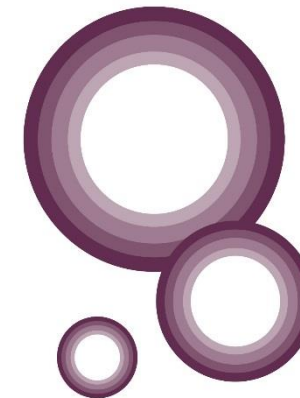
'We work flexibly'

Overall scores....





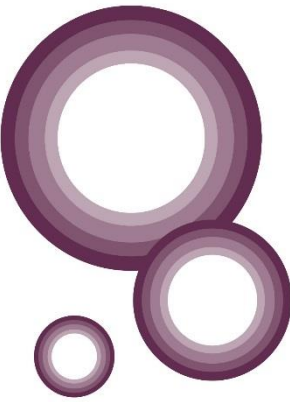
# 2022 NHS STAFF SURVEY SCORES



## Scores by Organization 2021-2022

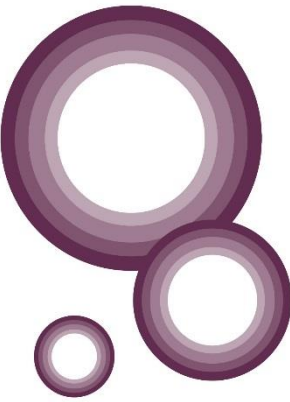
Trust	We work flexibly				Flexible Working (sub-score)				Support for work-life balance (sub-score)			
	2021	Benchmark (Average)	2022	Benchmark (Average)	2021	Benchmark (Average)	2022	Benchmark (Average)	2021	Benchmark (Average)	2022	Benchmark (Average)
UHS	6.4	6.0	6.4	6.0	6.4	5.9	6.4	6.0	6.4	6.0	6.5	6.1
HHFT	6.0	6.0	6.0	6.0	6.0	5.9	6.0	6.0	6.0	6.0	6.0	6.1
PHU	5.9	6.0	5.8	6.0	5.9	5.9	5.8	6.0	6.0	6.0	5.9	6.1
IOW (acute)	6.1	6.0	6.1	6.0	6.1	5.9	6.1	6.0	6.1	6.0	6.2	6.1
IOW (community)	6.7	6.6	6.8	6.7	6.7	6.7	6.8	6.8	6.7	6.6	6.7	6.6
IOW (mental health)	6.9	6.7	7.0	6.7	7.1	6.8	7.0	6.8	6.8	6.6	6.9	6.7
SHFT	6.7	6.7	6.8	6.7	6.7	6.8	6.9	6.8	6.6	6.6	6.8	6.7
Solent	6.9	6.7	6.9	6.7	6.9	6.8	6.9	6.8	6.9	6.6	7.0	6.7

# SATISFACTION WITH WORK LIFE BALANCE



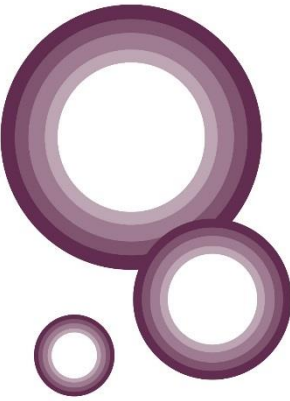
	Hampshire and Isle of Wight 2022	Score
Q4d	Q4d Being satisfied or very satisfied with the opportunities for flexible working patterns	58.0%
Q6b	Agree/strongly agree: My organisation is committed to helping me balance my work and home life	49.7%
Q6c	Agree/strongly agree: I achieve a good balance between my work life and my home life	56.1%
Q6d	I can approach my immediate manager to talk openly about flexible working	71.4%

# DISCUSSION



Reflections?  
What do you  
see from  
your role?

# DEFINING FLEXIBLE WORKING – NHS DEFINITION



*‘An arrangement which supports an individual to have greater choice in when, where and how they work’*



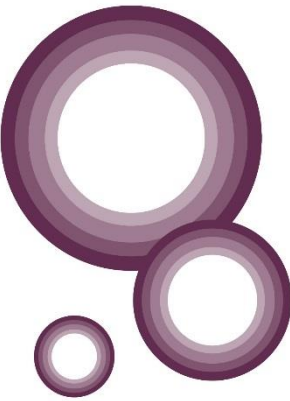
# WHAT DO WE MEAN BY A FLEXIBLE JOB?



**WHERE** Remote working; home; mobile; other offices/locations; community

**WHEN** Flexible start/finish times; annualised; compressed; shift choice; part-time; job share

**HOW** Team based rostering; project-based work; contract; bank; permanent night shifts



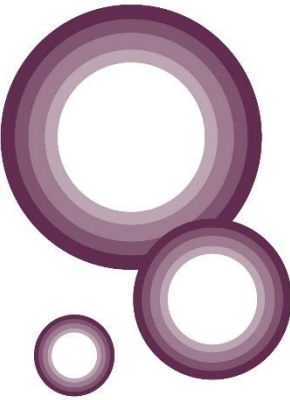
# FORMAL V INFORMAL FLEX across Hampshire and Isle of Wight ICS

## Formal Flex (contractual)

- Part-time working
- Job sharing
- Compressed hours
- Term time working
- Annualised hours
- Rotating or split shifts/sessions
- Agile/Hybrid/Mobile working  
(varied locations all or part of the week)
- Zero-hours contract

## Informal Flex

- Swapping or mixing shifts/sessions  
e.g. some short and some long
- TOIL
- Flexi-time
- Temporary reduction in hours
- Staggered hours (usually around core hours)
- Working from home some of the time (with a defined office base)

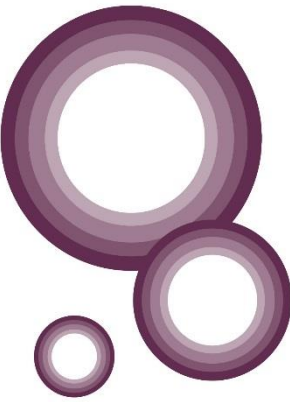
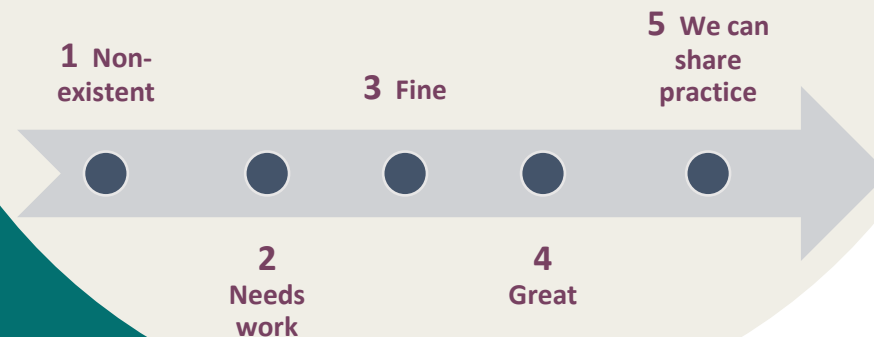


# POLL

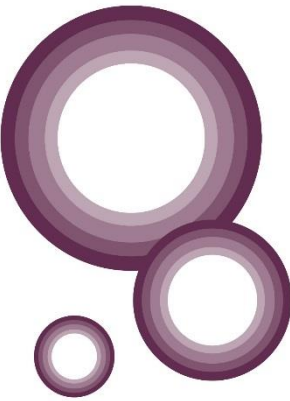


## Evaluate your current offer

- a) Place-based (where)
- b) Time-based (when)
- c) How (ways of working/rostering)



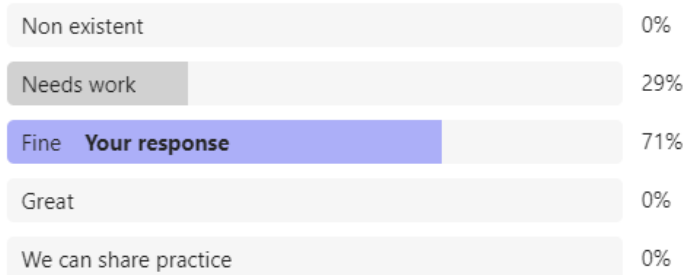
# POLL RESPONSES



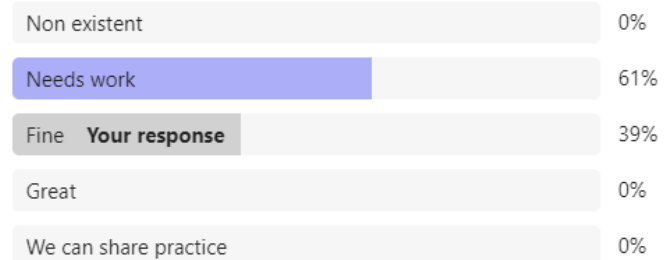
## 1. Evaluate your current offer - place based (where)



## 2. Evaluate your current offer - Time based (when)

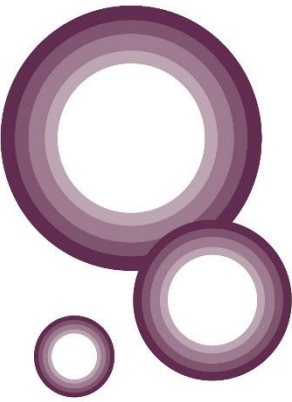


## 3. Evaluate your current offer - How (ways of working/rostering)





# THE BUSINESS CASE FOR FLEX



# WHY FOCUS ON FLEXIBILITY?



Talent attraction



Retention & progression



Employee well-being



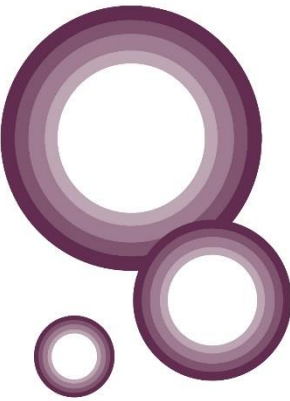
Gender pay gap



Inclusion & diversity



Productivity



# THE IMPACT OF A FLEX WORKING REQUEST

## **FLEXIBLE WORKING ARRANGEMENT**

“I was granted a flexible working arrangement after I was diagnosed with an underlying health condition. It has helped immensely with my work life balance and also my health and wellbeing. This enables me to have a day’s rest in the week to overcome the fatigue and balance out my ability to deliver 100 per cent in my job role”

**Clinical Nurse Specialist**

## **JOB SPLIT**

We have a split role, half in management and half as a clinical lead, which works incredibly well. We both work full time across a 4 day week, and have the flexibility to adjust as required to cover for each other. This works for both of us and for our department”

**Joint Head of Nutrition and Dietetics**

## **COMPRESSED HOURS**

“Undertaking compressed hours has still allowed me to perform my role effectively but also allows me to prioritise my health and wellbeing, letting me rest adequately and share valuable time with my family”

**Head of Nursing Workforce and Education**

“My flexible arrangement has been the difference between staying and leaving the service. It has given me the headspace to be able to manage a challenging role & the stamina to keep working without needing to take absences”

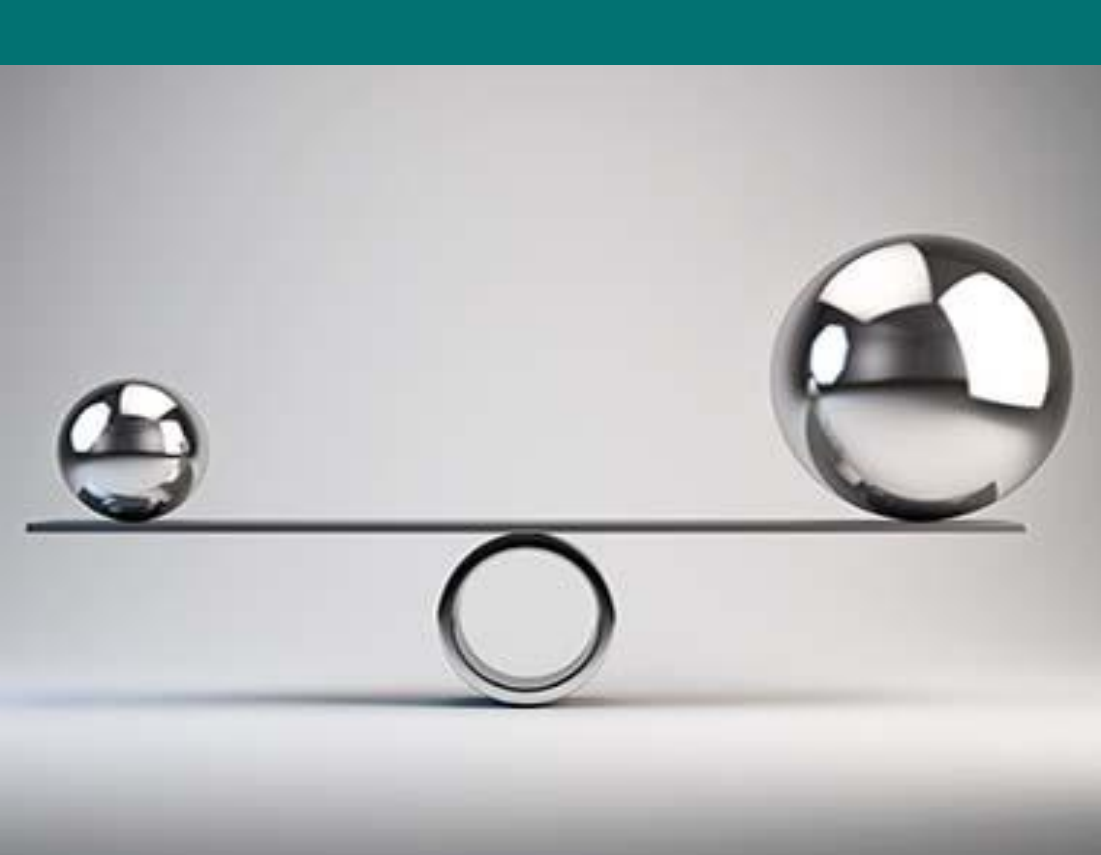
**HR Business Partner**

## **HYBRID WORKING**

“For me, the hybrid style that we utilise works very well for us as a team. It demonstrates a high level of trust within the organisation and allows teams and individuals to manage their workloads as appropriate.”

**Head of Estates and Facilities**

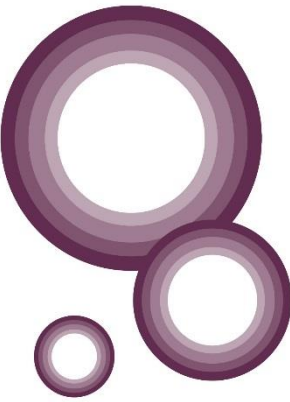
# A CALCULATED INVESTMENT



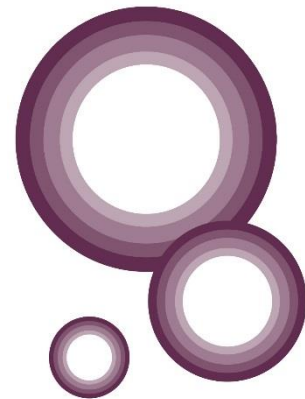
A flex programme for 306 nurses across 9 wards would break even in 3 years through a reduction in sickness absence of just 0.8 days per person per year

*Source: [Timewise, Reaching a positive financial return on investment in flexible working, 2022](#)*

In an organisation with 200 domiciliary care staff, break-even would be reached within three years by a reduction in sickness absence of 29% (1.2 days per person) per year.



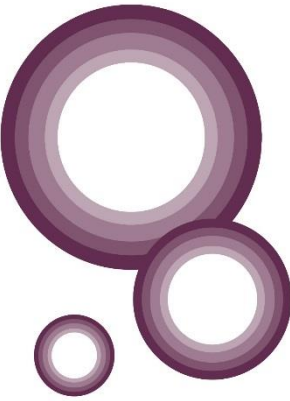
# THE CHALLENGES



# WORD CLOUD

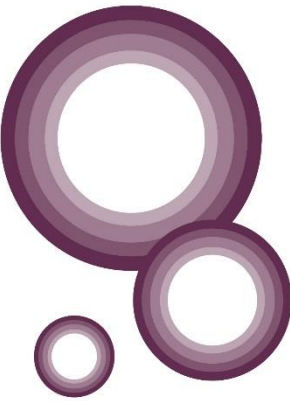


What common concerns do you hear from managers regarding flex and ways of working?



# WORD CLOUD RESPONSES

What common concerns do you hear from managers regarding flex and ways of working?



# SOME CHALLENGES AND BARRIERS WE HEAR

*“Flexi working should be offered at the beginning, but it is part of the agreement when you take on the role, we may not be able to chop and change it later on”.*

*“... it’s alright for you as you can work from home”.*

*“There needs to be increased trust in employees, that if they are working from home, they are still working”.*

*“Some managers view remote working as not working, and still feel that everyone should be in the office, which drives a certain culture”.*

*“...concerned that there would be no give and take...and that whilst the employer may be flexible, employees may not be flexible back...”*

*“Some managers may perceive this as being too tricky or want to avoid this, and this may put them off promoting flexible working”*

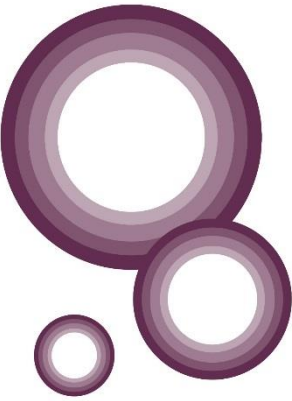


# DISCUSSION

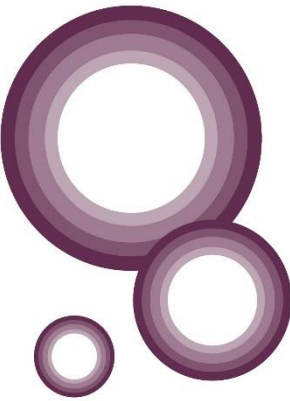


How can we  
respond to these  
challenges?

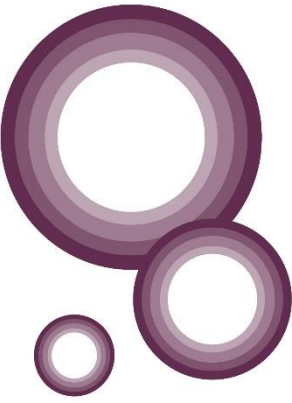
How can we make  
the case for flex?



# THE IMPORTANCE OF CULTURE



# CULTURE CHANGE: TAKING A PROACTIVE APPROACH



- ✓ Demonstrates your commitment to your people
- ✓ Helps people feel valued
- ✓ Highlights that flex is for all – moves people away from ‘my individual needs are...’
- ✓ Helps you anticipate & plan

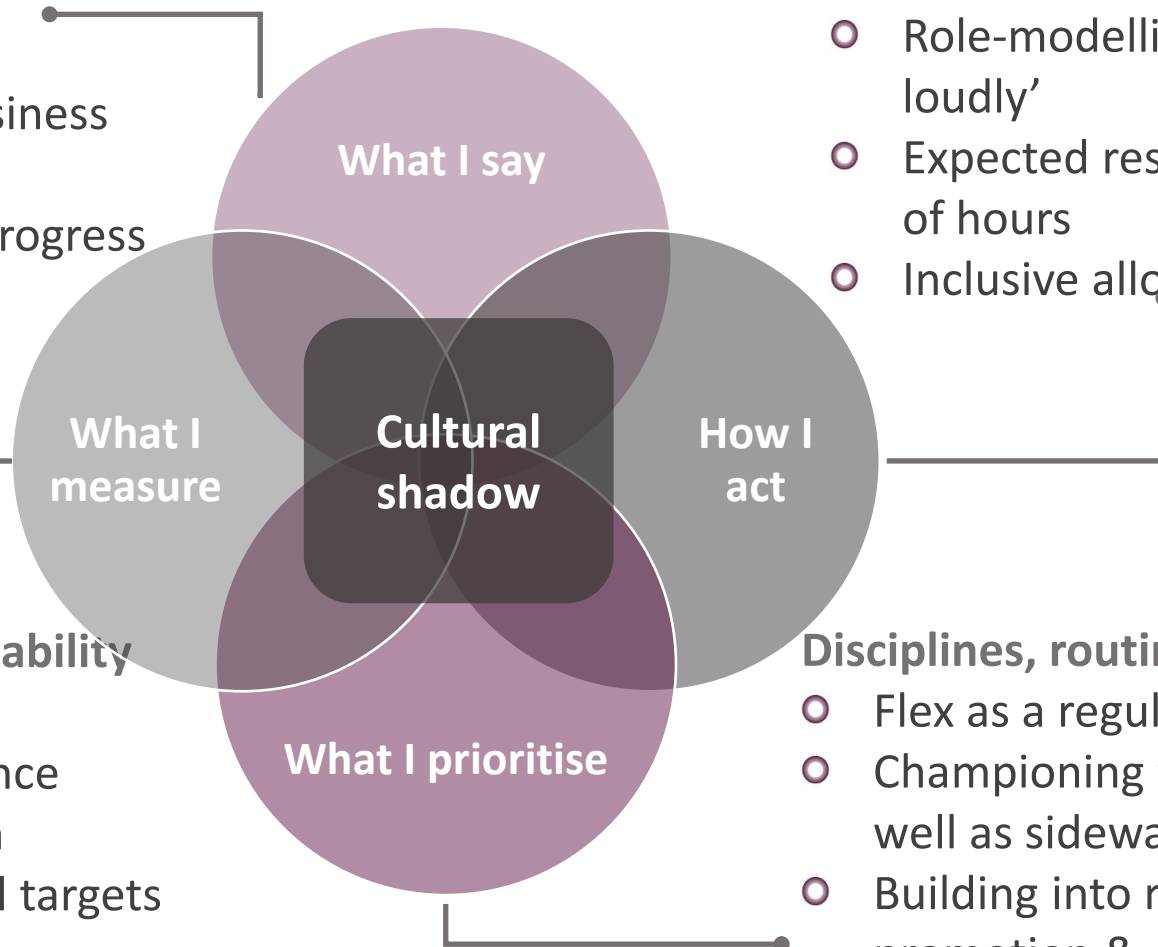
# THE MANAGERIAL SHADOW

Values, context setting, message repetition & emphasis

- How I frame issues
- Understanding the business case
- Regular updates and progress

Behaviours, symbols, relationships

- Role-modelling: 'Leaving loudly'
- Expected response times out of hours
- Inclusive allocation of work



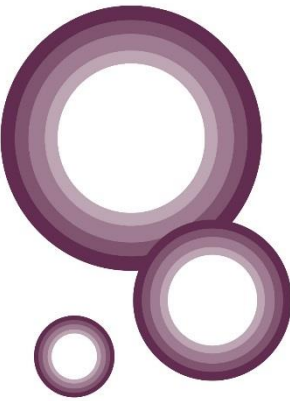
Adapted from "The Leadership Shadow": Deloitte/Pine Street

Rewards, recognition, accountability

- Celebrating role models
- Building flex into performance management for your team
- Setting unit, team, personal targets

Disciplines, routines, interactions

- Flex as a regular agenda item
- Championing flex upwards as well as sideways & down
- Building into recruitment, promotion & other trigger points



# ACTION PLANNING: IDEAS TO TAKE AWAY

Values, context setting, message repetition & emphasis

Behaviours, symbols, relationships

What I say

Behaviours, symbols, relationships

What I measure

My flexible working actions

How I act

Rewards, recognition, accountability

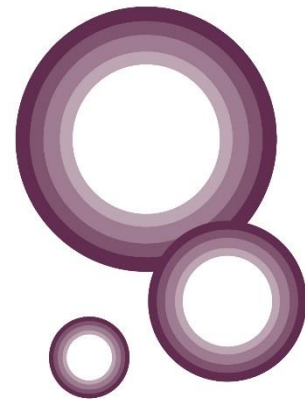
What I prioritise

Disciplines, routines, interactions

Rewards, recognition, accountability

Disciplines, routines, interactions

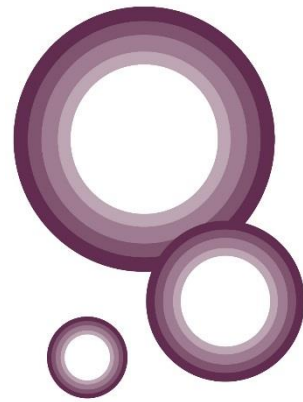
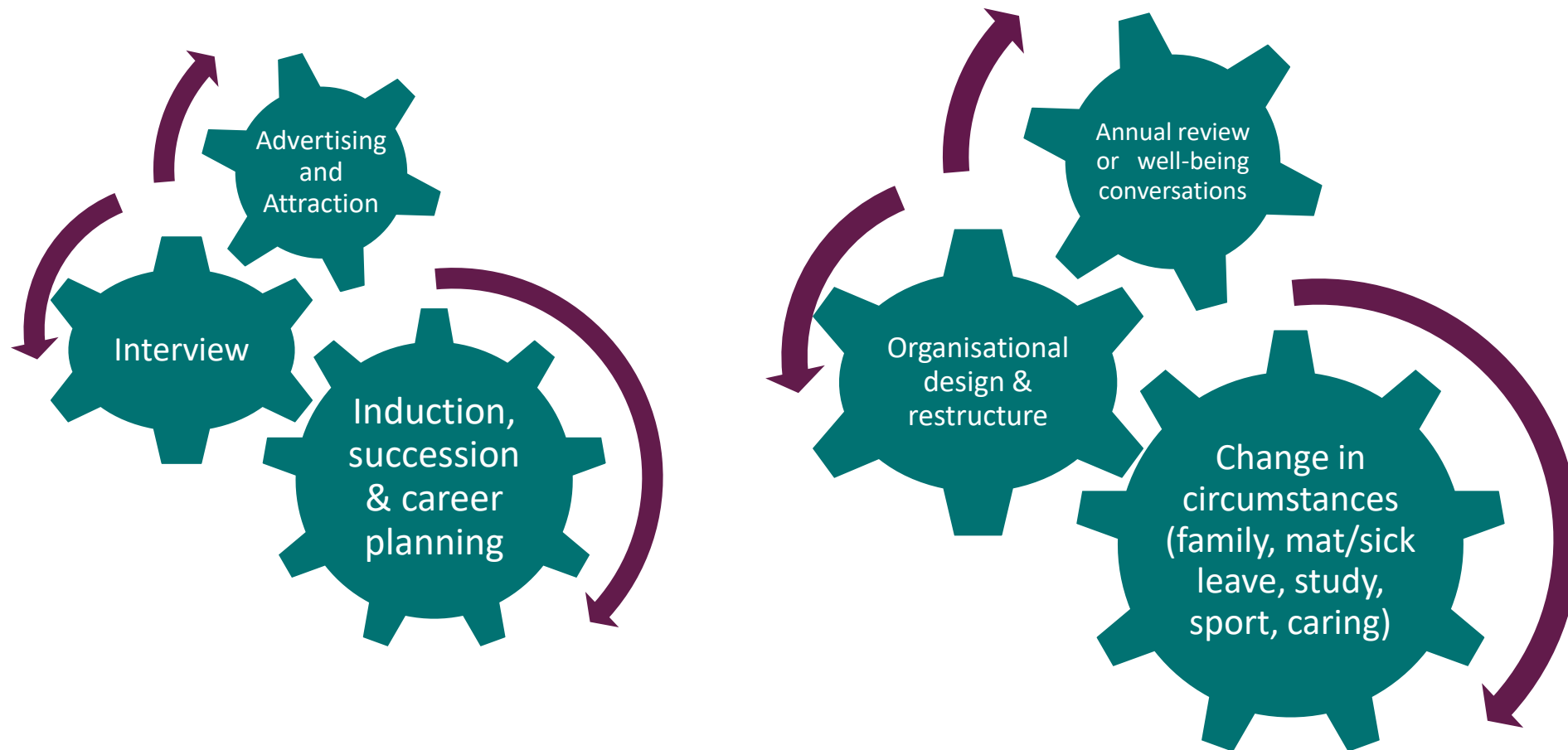
# FLEXIBLE JOB DESIGN



# LET'S TALK ABOUT FLEX DESIGN – WHEN?

## NHS Principle 1

Individuals should have an opportunity to request to work flexibly from day one of employment. Flexible working opportunities should be offered at all stages in a career, regardless of role, grade, or the reasons for wanting to work flexibly.





Key principles for designing flexible work



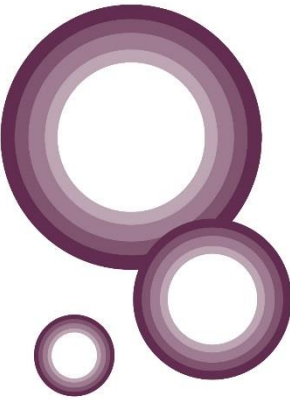
# DESIGNING FLEXIBLE JOBS

## Flexible job design:

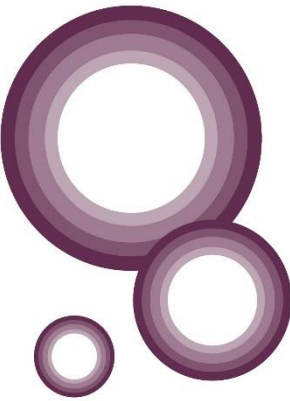
Looking at the current parameters of a role and (re)designing it to ***build in*** flexibility

### This will involve exploring...

- objectives of the role & outputs to achieve them
- where & when work needs to take place
- impact on patients, team, direct reports
- balance of different types of work within a role e.g. managerial / patient facing / research



# OVERVIEW – INTEGRATING FLEX



## Job Analysis

Gathering and analysing details about a particular job

How do you do it?

Observation  
External research/best practice  
Time and motion studies  
Interviews  
Questionnaires  
Focus groups  
Internal research

What do you look at?

### External factors

Professional governance, the labour market, technology developments

### Organisation factors

Workflows, clinical arrangements, alignment to other jobs, range of tasks

### Human factors

Ergonomics, *appropriate workloads, work-life balance*

### Job quality

Intensity, adequate resources, how complex work is, autonomy, dev't opportunities

## Job Design

Taking the findings of the job analysis to design a job

Create job design principles

For example:

Purpose  
Patient care  
Health & safety  
Quality  
Productivity  
Sustainability  
*Work-life balance*

What do you include?

### Job Content

Tasks and activities, responsibilities, relationships with other roles

### Job Depth

Autonomy & authority in carrying out the work

### Capabilities

Knowledge, skills experience

### Flexibility

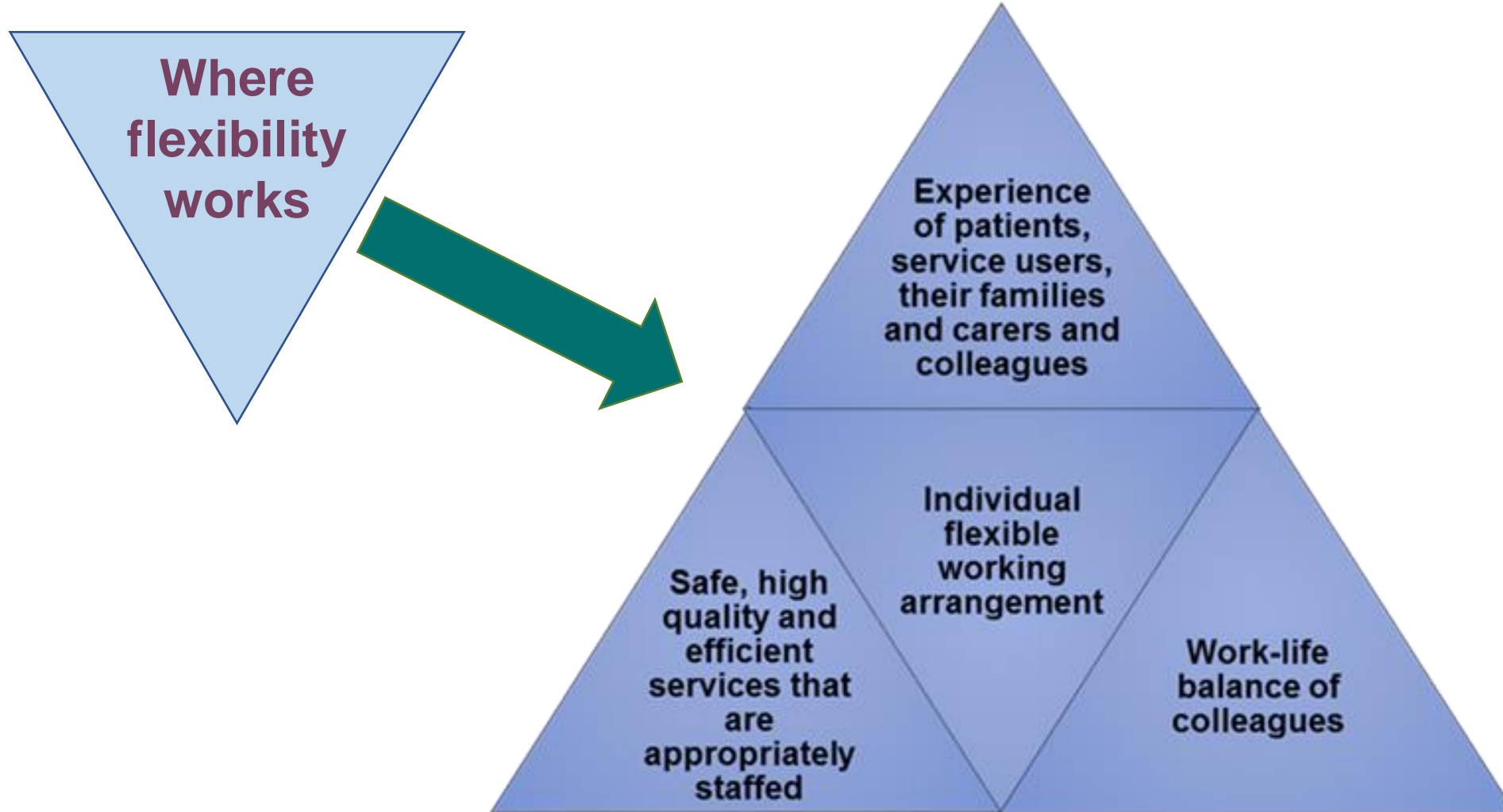
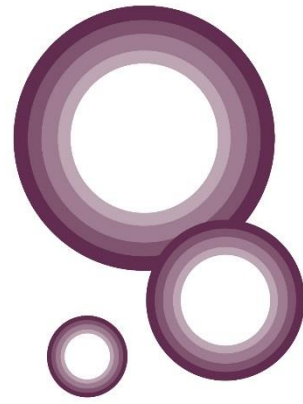
*Where, when, how much*



Job description

Person specification

# JOB DESIGN IDENTIFIES FLEXIBLE ARRANGEMENTS THAT WORK



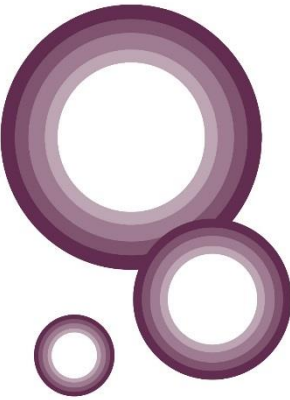
# WHERE YOU WORK



WHERE?

## Flexing work location:

- Do the stakeholders need presence – or availability via technology?
- Performance management:
  - How can outputs be measured?
  - Do the objectives require visibility?
- Team protocols on:
  - Communication and knowledge sharing
  - Team cohesion



# TIME BASED FLEX




WHEN?

## Flexing times of work:

- Predictability of the work
- Substitutability of the team: expertise and relationships
- If there are no substitutes, can the job-holder be interrupted during their time off?
- What's the pace of the work? How will people keep up?
- Are there particular times during the week/month when they must be present?
- Are there peaks and troughs of work?



# REDUCED HOURS



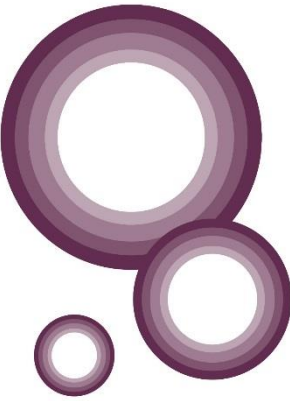
HOW  
MUCH?

## Outputs and hours:

- Can the workload be made smaller to match fewer hours?
- Can shifts be shortened or fewer shifts worked?
- What tasks can be packaged-up and delegated? Where to? (upwards/sideways/downwards)
- What is the 'minimum' amount of time that someone needs to work in order to fulfil the role requirements?

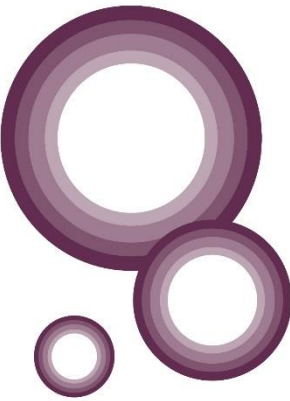
*E.g. how much of the working week must a manager be present in order to manage effectively?*

*E.g. how many hours does someone need to work in order to keep their skills/knowledge up-to-date?*



# EXAMPLES OF WHAT'S POSSIBLE - CASE STUDIES

from Hampshire and Isle of Wight ICS and beyond



## Flex in General Practice

Portsmouth (Hampshire & IOW)

## Compressed and part time hours in an HR team

Solent NHS Trust

## Advanced Paramedic Practitioner

Changed to have 2 shorter  
weekdays running clinics

Portsmouth (Hampshire & IOW)

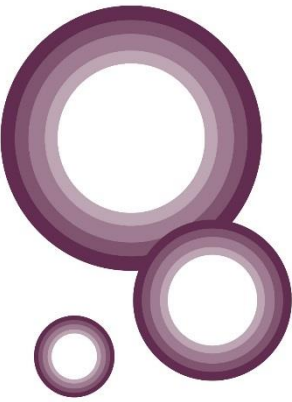
## Flexible work in Adult Social Care

Utilising compressed hours  
Cheshire East

## Creation of a flex Adult Health Visitor role

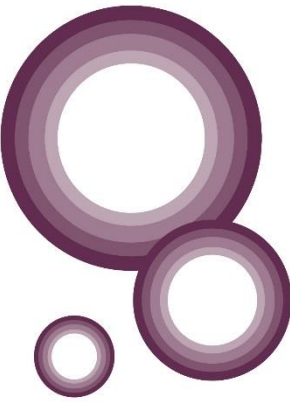
Recognising increased needs of  
elderly  
Formby, Cheshire and Merseyside ICS

BREAK

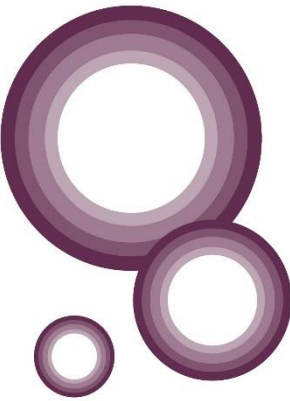




# UNDERTAKING FLEXIBLE JOB DESIGN



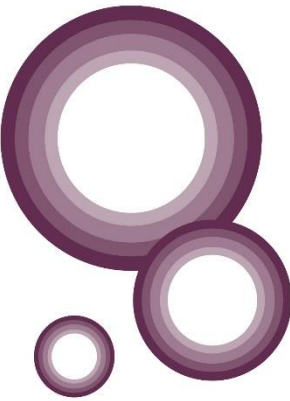
# DESIGNING FLEXIBILITY INTO A ROLE



In breakout rooms, take the job description and work together through the handout, to identify what types of flexibility are possible for this role

**Nominate someone to feed back the key opportunities you identify**

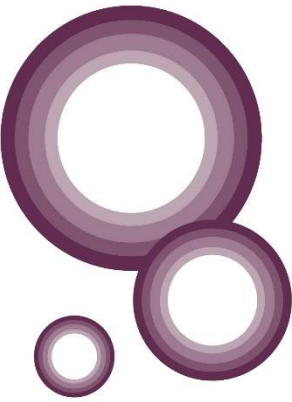
# DESIGNING FLEXIBILITY: FEEDBACK



Share your findings about what type of flexibility is possible within the role, and what you would need to consider.

**Max 2 mins each**

# PROACTIVE, TEAM BASED FLEXIBILITY



# EXAMPLES OF PROACTIVE FLEX FOR TEAMS

## Ashford & St Peter's NHS FT Appointment Centre

Interaction of agile working with time-based flex

- 3 days onsite, 2 at home
- Flexible working hours – team can complete work outside of core hours to fit around personal commitments
- Increase in team receptiveness & productivity

**“The team continued onsite throughout the pandemic, but in November 2021 team leads made drastic changes to improve wellbeing and work life balance”**

## The Royal Free London NHS FT All roles

Commitment to enabling remote working regularly or infrequently

- 2 or 3 days at home each week for full time, desk based team members
- Occasional home working for clinicians and other site-based team members

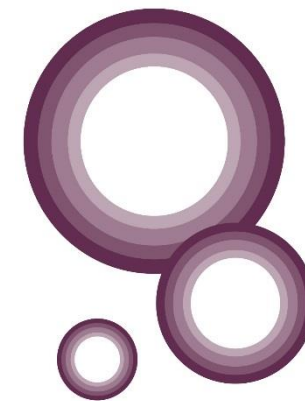
**“When you look carefully, there are very few jobs that can't do any work from home, even if it's just a day once a month or every couple of months”**

## Compressed Hours – various teams

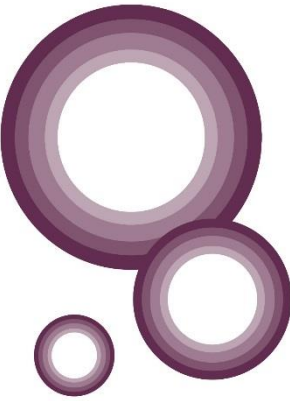
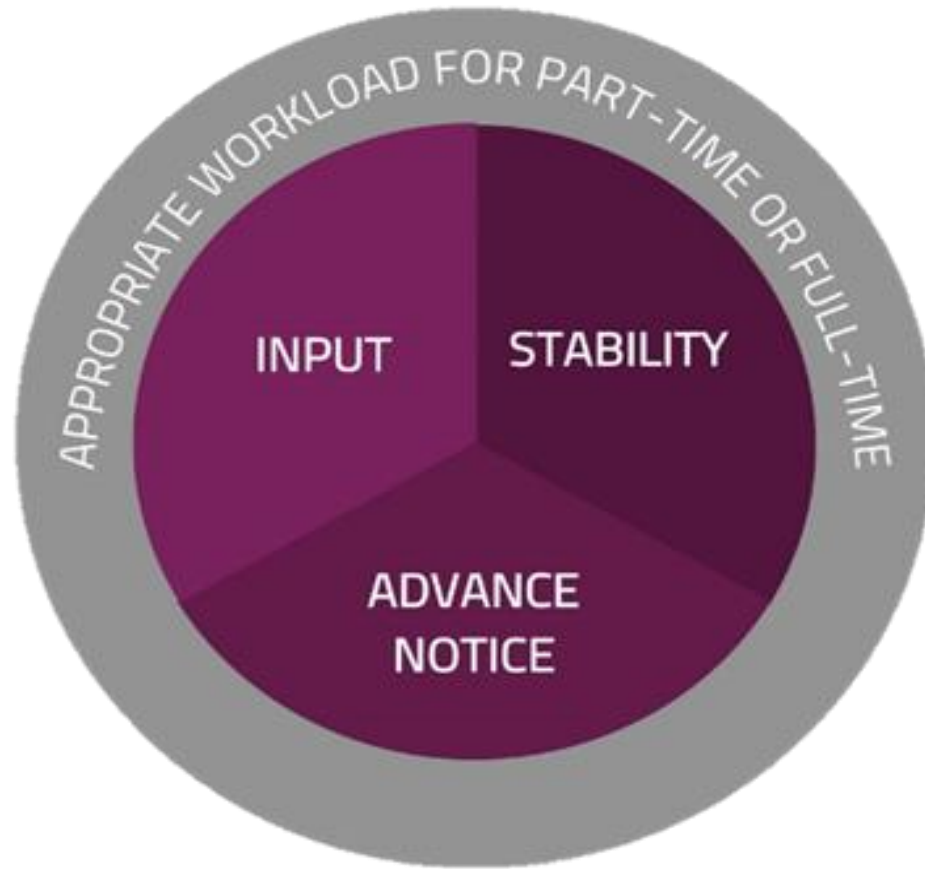
Flexibility enabling time away from work & longer service hours

- Enabling team members to compress their hours working e.g. close to full time hours in 4 days, or a 9 day fortnight
- Rotating day off enables cover and longer days enable longer service hours or additional service days are possible

**“Working four long days means I have an extra day back to study, and it doesn't eat into my days off”**



# WHAT INFLUENCES THE EXPERIENCE OF 'FLEXIBILITY' IN SHIFT BASED ROLES?



# MORE FLEXIBLE APPROACHES TO ROSTERING

## Self Rostering

Giving greater employee input and expanding use of e-Roster

- Set shift patterns on a four week roster period
- Ability to request up to 13 shifts per roster period via Employee Online
- Or may choose to use some of the requests to ask for particular days off
- Ward managers approve or decline requests

## Team based rostering

Gathering long term roster preferences

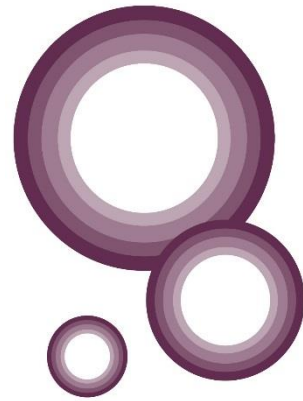
- Team members complete a form of working preferences – restrictions, set days off, clubs they attend
- Information is recorded within the roster rules so that they can be accommodated where possible
- Forms are reviewed & updated as needs change

Individual flexible working requests / fixed shift patterns can be set up as regular rosters and can be auto-rostered prior to other shifts being allocated

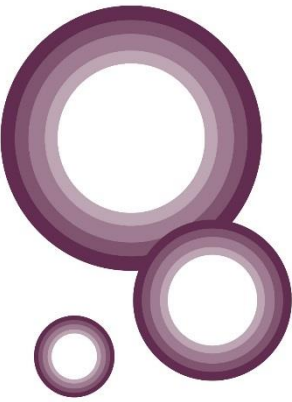
“Team based rostering has allowed us to look at shift patterns differently and break the ‘rules’. It’s sometimes helped us fill outstanding shifts. Also, happier staff means fewer shift swaps”

“Self rostering works really well for me. I prefer it very much.”

In the first pilot self-roster, 80% of requested shifts were approved, and the time taken to build the roster was more than halved.



# FLEX FROM DAY ONE & FLEX HIRING

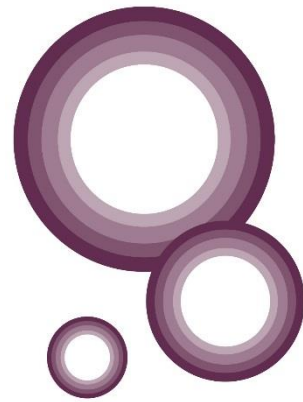




# FORTHCOMING & ANTICIPATED CHANGES TO LEGISLATION

- Under the People Plan 2020/21 all staff on NHS Terms and Conditions became entitled to request flexible working from **Day one**, this will now apply to all UK employees
- Employers will be required to consult with their employees, **to fully explore all the options**, before rejecting a flexible working request
- Allowing employees to make **2 flexible working requests in any 12-month period** (rather than just one a year)
- Requiring employers to **respond to requests within 2 months**, down from the current 3
- **Removing the requirement for employees to explain to their employer how a flexible working request might work** – the onus will now fall upon the employer to figure this out

NHS England are expected to launch a new Flex policy framework in March 2024



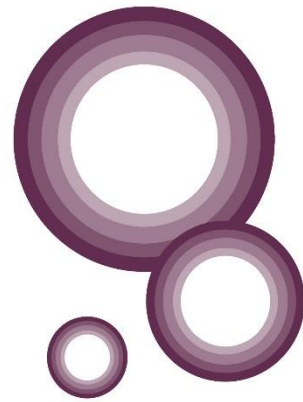
Hampshire  
and Isle of Wight

timewise  
TALENT THROUGH FLEXIBILITY

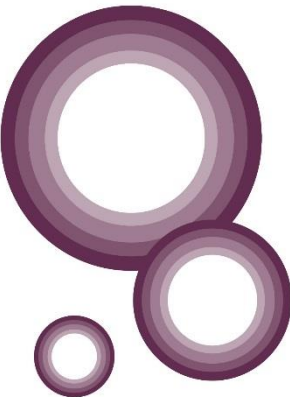
# WHO PLANS TO USE THE NEW RIGHT?

## Timewise 'A Question of Time' research 2023:

- **49% of our 4,000 respondents** said they would consider taking advantage of the new Day One Flex rights in a new role
- **Ethnicity:** 71% of respondents from a black ethnic background said yes, in comparison to 48% of workers from a white ethnic background.
- **Age:** Younger workers were also more likely to say yes than older workers (54% aged 18-34 versus 39% among those over 50).
- **Caring responsibilities:** Parents and carers were also more likely to answer yes (53%, compared to 45% of those without such responsibilities).



# THE GAP BETWEEN SUPPLY AND DEMAND FOR FLEXIBLE JOBS



9 IN 10 PEOPLE  
**WANT FLEX**



5 IN 10 PEOPLE  
**WORK FLEX**



3 IN 10 JOBS  
**OFFER FLEX**

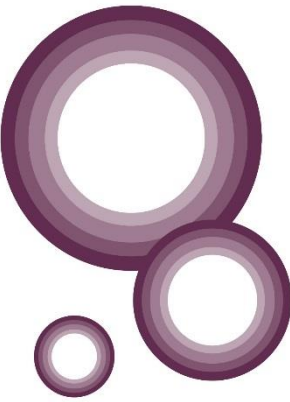
\* The Timewise Flexible Jobs Index 2022



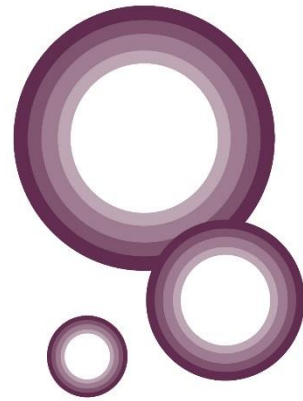
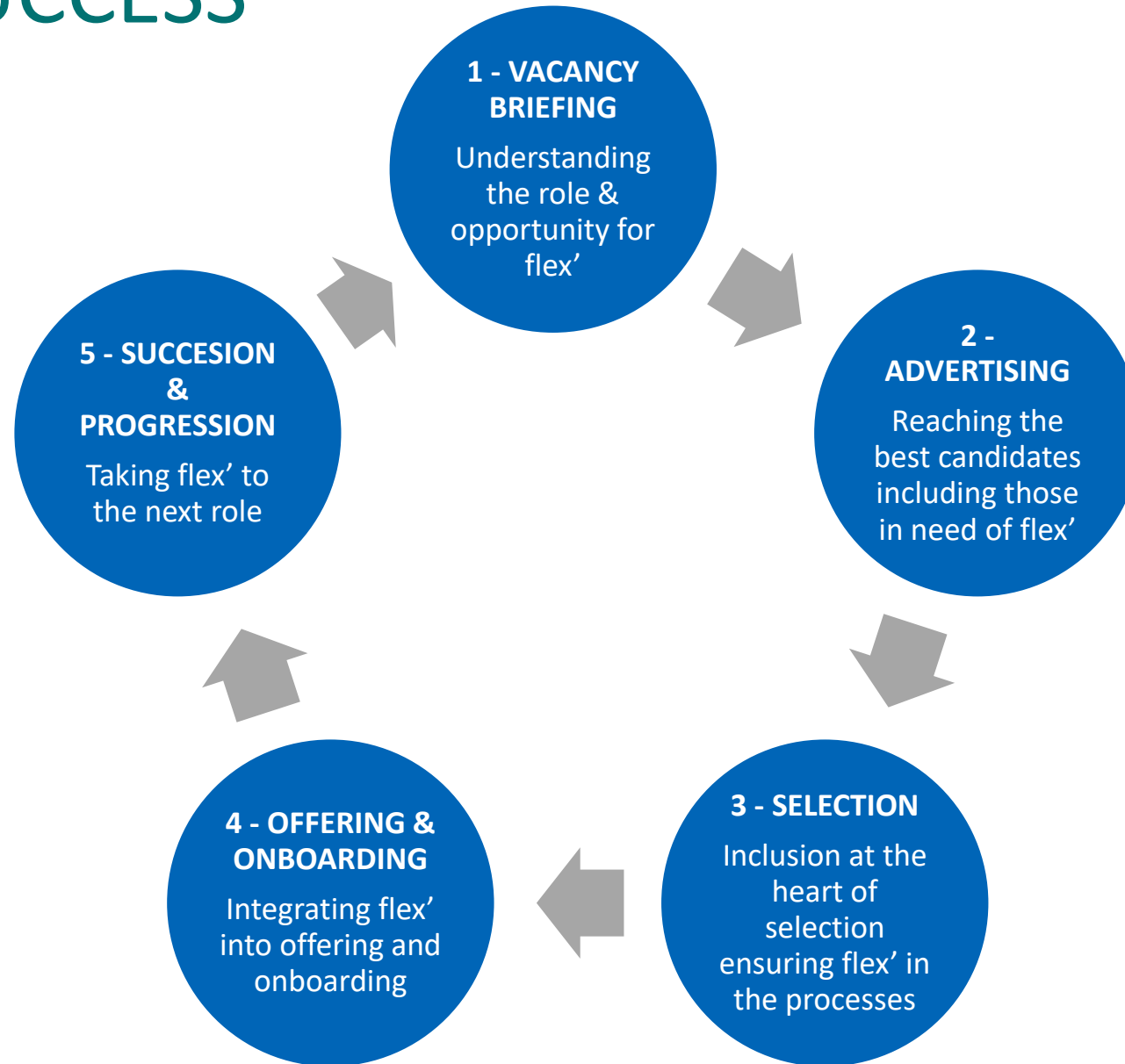
# DEMAND OUTSTRIPS SUPPLY



**TALENT BOTTLENECK CAUSED  
BY LACK OF FLEXIBLE JOBS**



# STEPS TO SUCCESS



# HOW YOU TALK ABOUT FLEX IS IMPORTANT

## OK

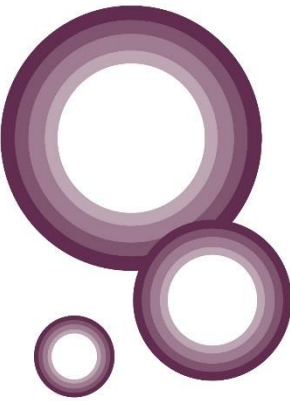
Include a statement at bottom of job adverts/careers page, so people know they can ask

## Better

Include a statement at the top, welcoming applications from people who want to work flexibly

## Best

Explain types of flex you can offer for a role – use drop down boxes in TRAC/NHS Jobs or explain shifts



# HOW YOU TALK ABOUT FLEX IS IMPORTANT

## Meet Sian...

High flying Sian splits her time between helping patients for South Central Ambulance Service NHS Foundation Trust as a NHS 111 Health Advisor and helping passengers as a Cabin Crew Member for Virgin Atlantic.

I had been with Virgin Atlantic for eight years, flying across the airline's network to the United States, the Caribbean, South Africa and Pakistan. But when the Covid-19 pandemic emerged in early 2020, an increasing amount of the flights I was scheduled to work on were cancelled until all international passenger flights pretty much stopped and I found myself on furlough.

I'm not the sort of person to just sit around all day. I wanted to do something and knew that the NHS was under a lot of pressure with the Covid pandemic. So, when I saw an advert for people to work for SCAS and its NHS 111 service I applied for the Health Advisor role.

I started in April 2020 just after the first lockdown was announced. I used to travel to Bicester on the M40 and in those first few months there was virtually no traffic. Initially, I was one of the team taking just Covid-related calls. The NHS 111 service was under enormous pressure having to cope with a massive increase in calls from people worried about or with Covid symptoms, as well as all the other patients calling for urgent medical help or advice.

I worked full-time for NHS 111 from April to October 2020. There had been two rounds of redundancies at Virgin Atlantic during that period and I thought it was only a matter of time before I suffered the same fate. However, in October 2020 the airline called me back to the flight roster again.

Whilst I love working for Virgin Atlantic, I felt I had unfinished business with NHS 111 and I was delighted to be offered a Bank Contract to continue working with SCAS around my flight schedule. I am now able to do 40 hours a month for SCAS and NHS 111, and complete four flights a month for Virgin Atlantic. Because the flights are all long haul, there is usually a 24-48 hour stopover in country before we are then scheduled to work on a return flight.

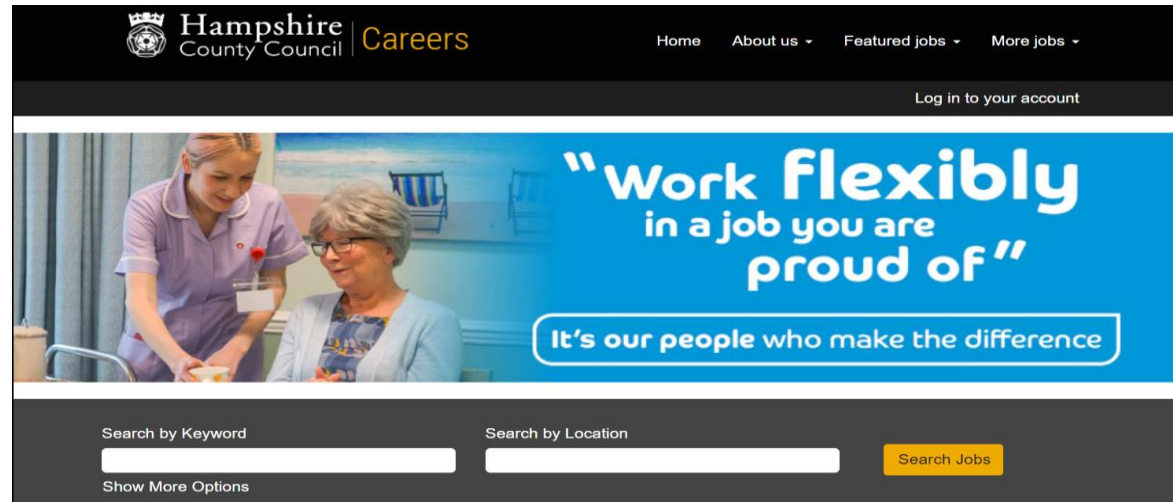
It's a really nice environment at SCAS. I like the people I work with and feel very supported by the 111 team leaders and managers. It's a very rewarding role, being able to help people over the phone and provide them with some reassurance or advice.

If you had said to me before April 2020 that I would be the person that someone on the phone relied on to get the right health information and advice, then I wouldn't have believed you. But the training and support has been excellent and I've discovered I do have it in me after all.



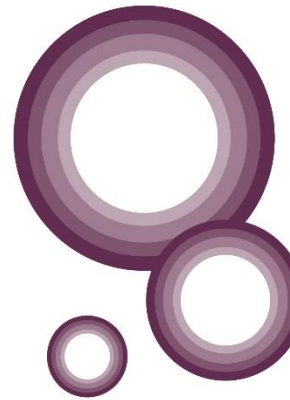
“I was delighted to be offered a bank agreement to continue working with SCAS around my flight schedule. I am able to do 40 hours a month for SCAS and NHS 111...”

“Happy to talk Flexible Working – all requests for flexible and part time working will be considered”



Here is a summary of some of the benefits and services which are on offer to staff:

- 27 days paid minimum holiday and bank holiday entitlement
- NHS pension scheme
- Sick pay policy
- Occupational health services including staff counselling services
- Flexible working and family friendly policies
- Flexible retirement and retirement vouchers
- Health Service Discounts – offers for stores, travel, equipment etc.



**ROYAL FREE TO  
BE YOUR BEST**

**NHS**  
Royal Free London  
NHS Foundation Trust

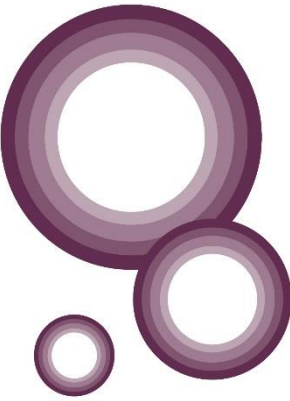
## FLEXIBLE WORKING

At the Royal Free, our aim is to proactively encourage flexible working; we believe that it benefits everyone if people are able to achieve a positive work life balance.

We are proud to be the first Timewise Accredited NHS Trust and are advocates of the value of flexible working.

We welcome flexible working across all job roles from point of hire to support your work-life balance.

- Our aim is to match your needs with the needs of where you work.
- We want to help support all staff to find ways of working which suit them most
- Flexible working will look different for everyone.
- We want each member of staff to work with their line manager to find a balance of what works best for you.
- It will be unique to the role and individual



**Hampsh/ire  
and  
Isle of W/ght**

**timewise**  
TALENT THROUGH FLEXIBILITY





## Registered Nurse - Suits You Shifts

NHS - National Health Service

Wakefield/Dewsbury, Yorkshire

### Description

Permanent - Band 5 Flexible Working Nurse at Dewsbury & District Hospital or Pinderfields Hospital

Are you an Adult Registered Nurse who is looking for flexible working arrangements with a supportive, understanding employer? Come join our outstanding nursing team working at Dewsbury & District Hospital or Pinderfields General Hospitals.

At Mid Yorkshire NHS Hospitals, we realise that many Registered Nurses have busy and demanding commitments outside of their working life and are unable to commit to the traditional shift patterns. With this in mind, we are proud to be able to offer a variety of flexible working options working as a 'Suits You Nurse' at Dewsbury & District Hospital or Pinderfields General Hospital.

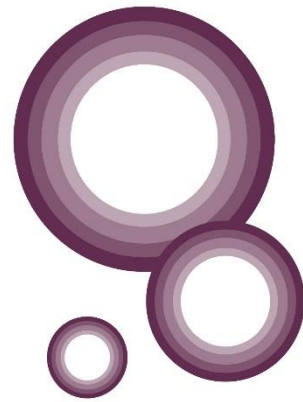
Whatever your availability, whether it is for **certain shifts** or **set days**, we offer employment, full time or part time, to suit your requirements.



**The Mid Yorkshire Hospitals**  
NHS Trust

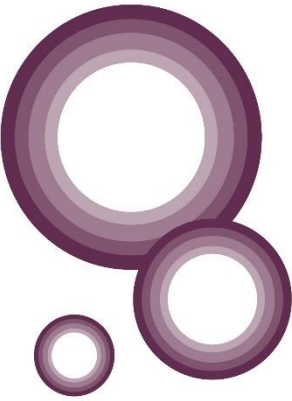
# Tool: Flexible Hiring – Questions to use with Managers

## “Getting the conversation started”



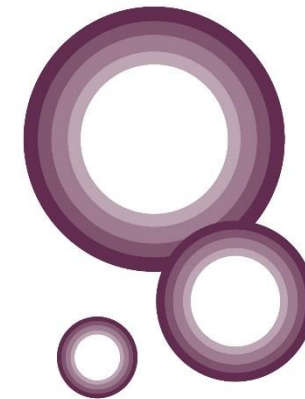
1 – VACANCY BRIEFING Understanding the role & opportunities for flex.	2 – ADVERTISING Reaching the best candidates including those in need of flex.	3 – SELECTION Inclusion at the heart of selection ensuring flex in the processes.	4 – ONBOARDING & INDUCTION Integrating flex into offering and onboarding.	5 – SUCCESSION & PROGRESSION Taking flex to the next role.
<p>Could the working pattern be arranged differently across the day/week/month?</p> <p>Can the work be chunked to create variety over the week</p> <p>How predictable is the schedule in this role?</p> <p>Who are the key stakeholders and what do they need from the employee?</p> <p>When and how does the role holder need to be available?</p> <p>What is the unit of measure of this role? What can be reduced to accommodate reduced hours?</p>	<p>How much diversity do we have in our applications?</p> <p>Are there any under-represented groups not applying?</p> <p>Where are we advertising?</p> <p>Could different channels unlock wider of more diverse pools of talent?</p> <p>How are we telling our story?</p> <p>Do we talk about flexibility on our careers site and in our adverts?</p>	<p>What choices can we offer candidates on where and when they take part in the selection process?</p> <p>Does our process enable candidates to express preferred working patterns?</p> <p>Is it clear what the process will involve, time and location requirements etc?</p> <p>How much advance notice can we give them?</p> <p>How will we raise the subject of flexible working in the interview?</p> <p>What is on the table and what is not in terms of ways of working?</p>	<p>Have we explained the impact of their working pattern on their pay and benefits? E.g. pro-rated for part-time</p> <p>Will the ways of working need to be different during the induction period?</p> <p>Will this involve any challenges for the new joiner? E.g. location, times etc</p> <p>Have we incorporated their working patterns into the induction plan?</p>	<p>What examples of successful flexible working do we have in our senior roles?</p> <p>How are we sharing these stories?</p> <p>Are we considering ways of job-sharing and/or other flexibility for senior roles?</p>

# TAKING A PROACTIVE APPROACH: DISCUSSION

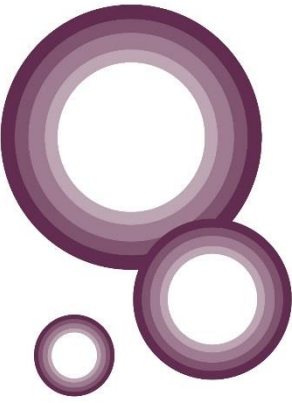


When & how can  
we encourage  
flexible hiring?

# REFLECTION



# SUMMARY

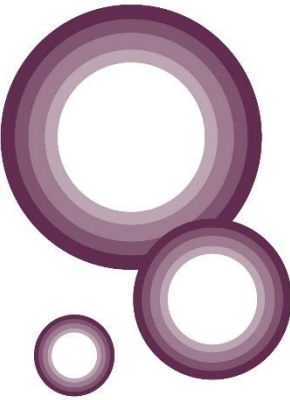


# PERSONAL REFLECTION



What will you do within your role to turn the People Promise of 'we work flexibly' into a reality?

**Share one idea on the chat**





# your PEOPLE PORTAL



Health and wellbeing advice, sessions and training for all NHS and Primary Care colleagues.

[WWW.HIOWPEOPLE.NHS.UK](http://WWW.HIOWPEOPLE.NHS.UK)

## **New Flexible Working Toolkit on the People Portal:**

- Guide to managing a flexible team
- Manager checklist for evaluating hybrid/agile working
- Employee reflection tool
- Guide to self- and team-based rostering
- Paired case study examples
- Further reading and guidance – incl. LM & Employee guides, job design tool
- Recordings of manager webinars



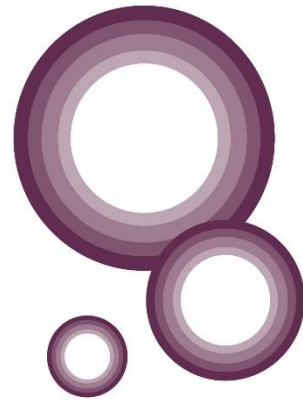
# LINE MANAGER WEBINARS

28 November - Managers of non-clinical teams

05 December - Managers of patient-facing teams

12 December - Managers of rostered teams

14 December - Managers of patient facing teams

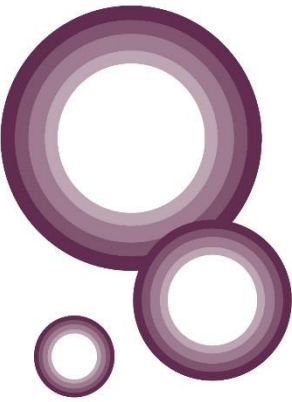




# POLL



**Your assessment of  
your learning....**



**Hampshire  
and Isle of Wight**

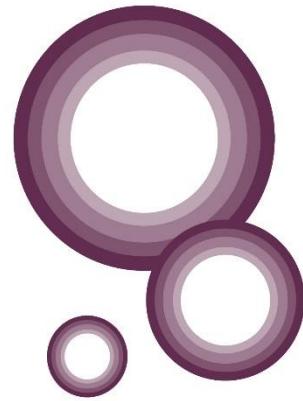
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TALENT THROUGH FLEXIBILITY

# THANK YOU!

[Louise.Wagstaff@timewise.co.uk](mailto:Louise.Wagstaff@timewise.co.uk)

PLEASE TELL US HOW YOU  
FOUND TODAY:

[HLOW Workshop - Focus on Flex HR  
team workshop: Supporting HLOW  
to work and hire flexibly Survey](#)  
 [\(surveymonkey.co.uk\)](https://surveymonkey.co.uk)



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and Isle of W/ght**

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